

25 November 1953

MEMORANDUM FOR: Chairman, CIA Career Service Board

SUBJECT: Phasing and Timing of Actions Preliminary to  
Announcement by the DCI of the Effective Date  
of the CIA CAREER SERVICE

Note: This paper is addressed primarily to the problem of setting up the new CIA CAREER SERVICE, not to the problem of implementing the present Career Service Program, nor to other problems of Personnel Management, Development or Administration.

1. The CIA Career Service Board has agreed, among other things, to recommend to the Director the following:
  - a. That there be created, by executive action of the Director - not by legislation - a CIA CAREER SERVICE.
  - b. That the CAREER SERVICE be administered internally by CIA, wholly within the framework of present authorities granted to the Director by statute and according to other applicable statutes.
  - c. That the following concrete definition of the CAREER SERVICE be adopted. (See attached)
  - d. That there be established the policy that "a Career Employee accepts the obligation to serve anywhere and at any time and for any kind of duty as determined by the needs of CIA," and that, in the carry out of this policy, full consideration be given to each individual's capabilities, interests and personal circumstances.
  - e. That prior to the end of one year after EOD each appointed employee be thoroughly screened, centrally, to determine the desirability of his continued employment.
  - f. That at the end of three years after EOD each staff employee not on probation be asked to state his intentions with respect to a career in CIA and be given an opportunity to apply for membership in the CAREER SERVICE.
  - g. That each staff employee be fully informed of the basic policies and procedures inherent in the operation of the CAREER SERVICE, including rights and benefits, as well as obligations; selection-in, selection-out and appeal policies; promotion, rotation

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and assignment policies; evaluation and assessment policies; training and development policies; policies with respect to individual specialization and generalization; and, structure and mechanics of the CAREER SERVICE system.

h. That there be created a CIA Selection Board composed of very senior Career Employees supported by a Secretariat and a number of Examiners, also in senior grades, who will thoroughly review the record and personally interview each candidate for the CAREER SERVICE.

i. That staff employees who entered on duty three or more years prior to the effective date of the establishment of the CAREER SERVICE, and who are not at that time on probation, be automatically approved for membership in the CAREER SERVICE upon execution of the required documents referred to in paragraph 1f above and that staff employees who entered on duty less than three years prior to the effective date of the establishment of the CAREER SERVICE be required to follow the procedure referred to in paragraphs 1f and h above.

2. a. Of the above agreed recommendations, the following are approximately ready for transmission to the Director for his approval: paragraphs 1a, b, c, d, h, and i.

b. Paragraph 1e is not ready and requires agreement on the form that the evaluation will take (i.e., the PER vs. the IER).

c. Paragraph 1f is not ready and requires:

(1) Formulation of the terms of "application" or "questionnaire" triggering the selection process.

(2) Agreement on the form that the evaluation will take (i.e., the PER vs. the IER, as above).


d. Paragraph 1g is not ready at all. The work of the Information Task Force may serve as a base but, by and large, none of the policies listed in paragraph 1g have as yet been thoroughly considered or finally approved by the CIA Career Service Board.

3. Should the Director approve paragraphs 1a through i when presented to him, the following become matters of priority. (In my opinion, presentation of the details, not yet formulated, in paragraphs 1e, f and g, see paragraph 2 above, need not be made to the Director in order for him to consider giving preliminary approval of the basic plan. As a matter of fact, approval by the Director of these basic elements of the plan is essential now in order that the remaining aspects of the program may be intelligently worked out.

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- a. Agreement on the form and procedures to be followed in the evaluation process (paragraphs 1e and f).
- b. Agreement on the form of the application (paragraph 1f).
- c. Appointment of 13 senior officials, each with three years service, or more, to serve as the Selection Board members or alternates.
- d. Nomination of approximately 130 Examiners, each with three years service or more, and selection of one half that number by the Selection Board; indoctrination and briefing of the Examiners.
- e. Selection and activation of the full-time Secretariat to serve the Selection Board.
- f. Listing of all employees by component and grade and years of service to serve as initial call-up lists and as workload estimates.
- g. Working out the details of paragraph 1g above (this is a very large problem).
- h. In addition to the steps outlined above, the following matters which are not concerned with establishing the CAREER SERVICE require attention:
  - a. Report of the Board to the Director transmitting Legislative Program.
  - b. Acceptance and disposal of the Junior Officer Task Force Report.
  - c. Acceptance and disposal of the Women's Task Force Report.
  - d. Consideration of the Insurance Task Force Report (will not be available for at least a month.)

  
Executive Secretary

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